



Virginia Information Technologies Agency



# Transforming VITA's Organization

*A Foundation for Service Management & Operational Excellence*

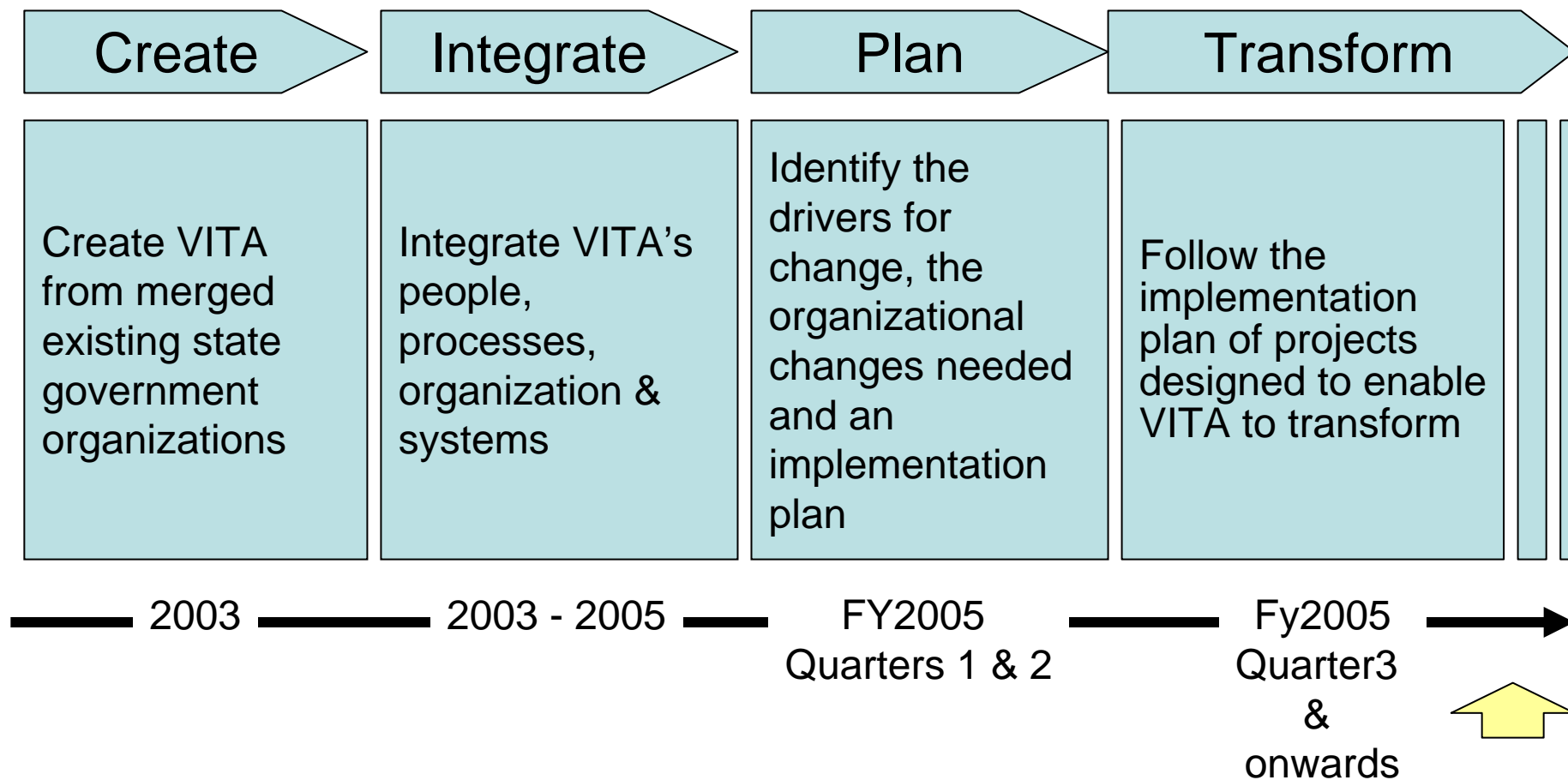
Prepared for the  
*Executive Evaluation & Governance Committee*  
of the Commonwealth's  
*Information Technology Investment Board*  
April 5, 2006

*By Cheryl Clark, Deputy CIO*



**expect the best**

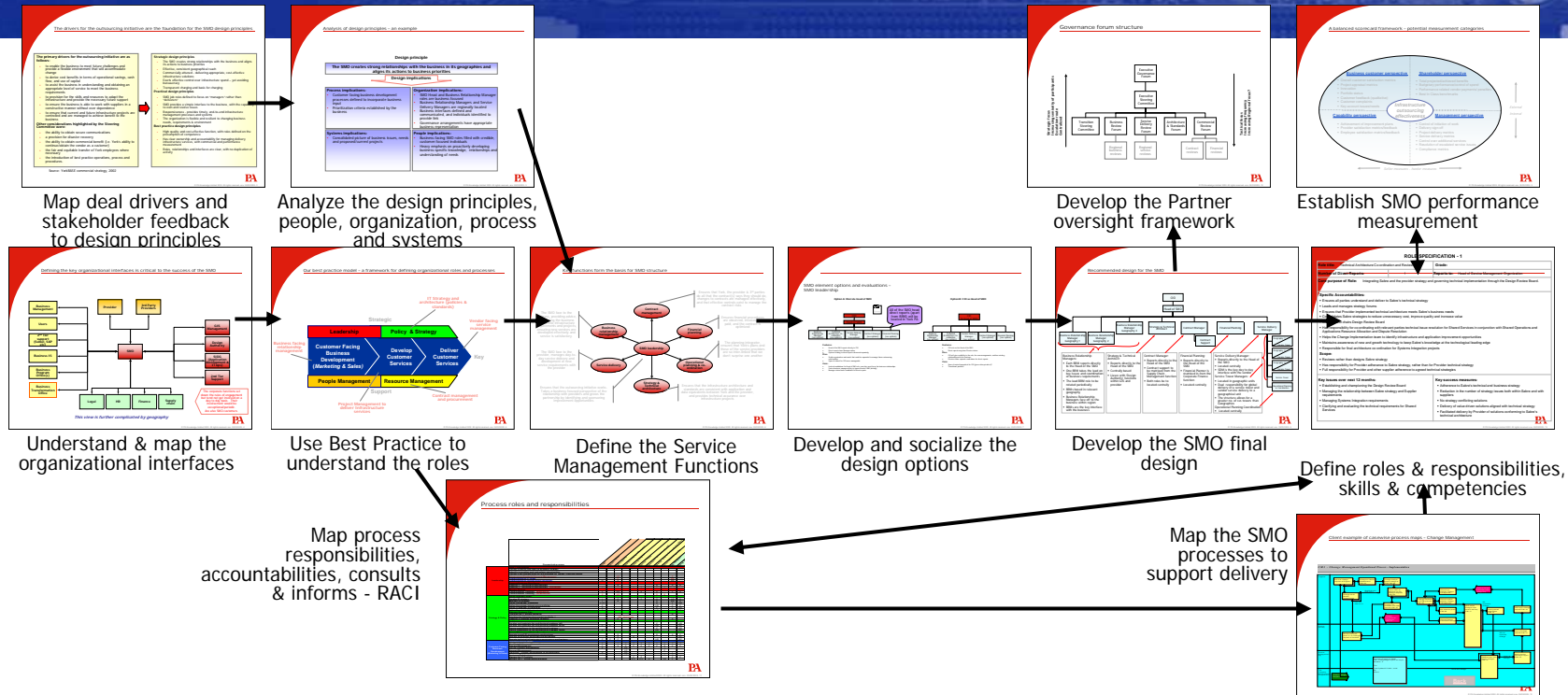
## Evolution of VITA





## *Organization: Why Change?*

- Customer focus
  - Operational excellence
    - Clarity of accountability
  - Decision-making
- VITA capability
  - Innovation focus
  - Partner & solution focus



*A disciplined, best practice methodology*



## RACI: Clear Roles & Accountabilities

### RACI Definitions

R - Responsible means the person or person's whose job it is to do the work

A - Accountable means the person ultimately responsible for outcomes

C - Consulted means the person or persons who have a right to be consulted on some aspect of the work

I - Informed means the person or persons who have a right to be informed on some aspect of the work

? - May need to be Responsible or Consulted based on project/situation/task

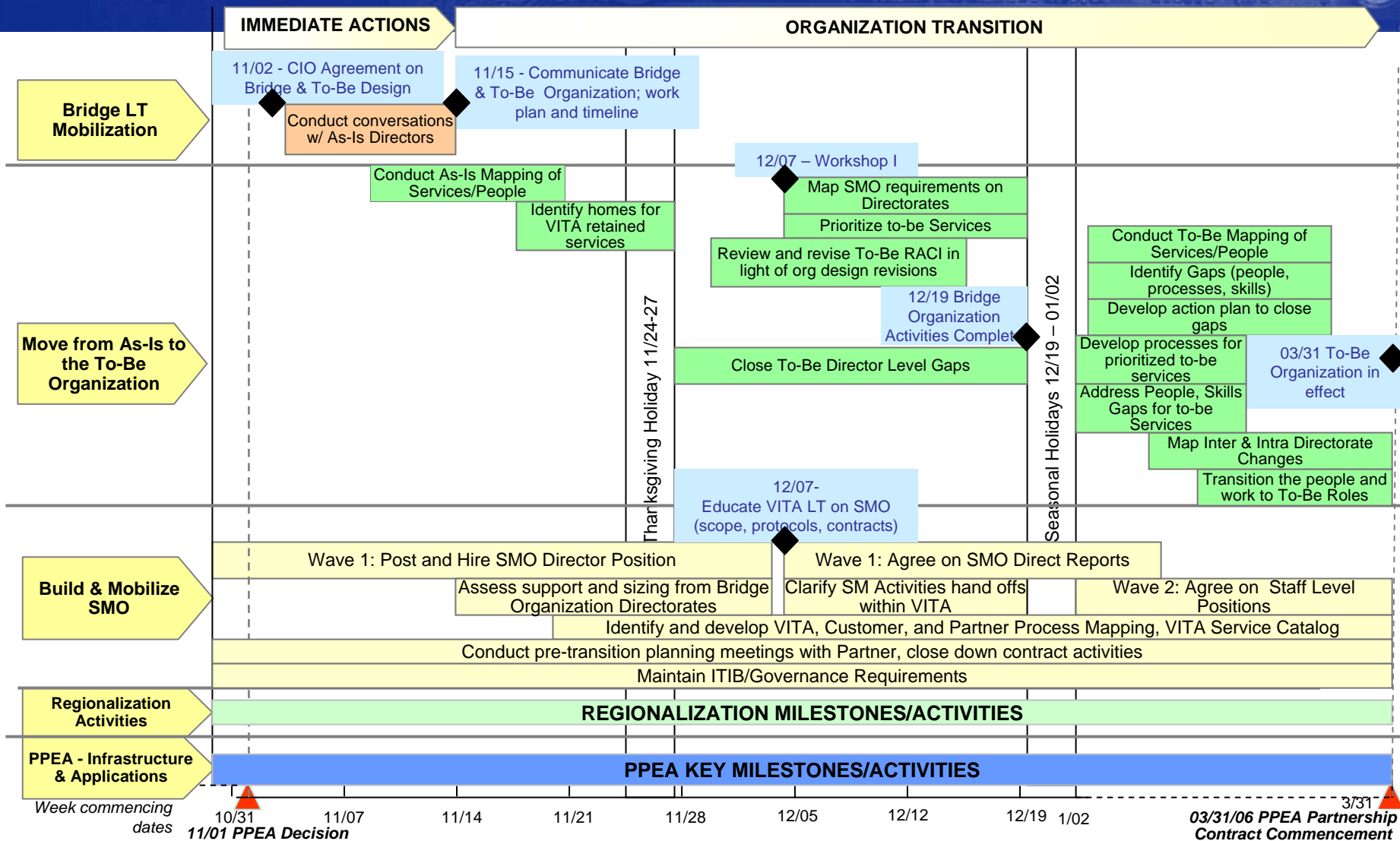
### Process/sub-process

												F	Administrative Services			CRM	TAAS		ESVRM	IT Investment Mgmt		SMO	IAS
Leadership	Lead IT Exploitation for the Commonwealth																						
	Provide IT advice and input to agency/customer strategies	C/I	C/I	C/I	?	?	C/I	C/I	A	?	R	I	R			R	C	C	C	C	C	C	C/I
	Identify opportunities for technology leverage and innovation	?	C/I	C/I	?	?	R	R	R	?	R	C			C/I	R	A/R	R	C	?	R	R	
	Improve understanding of IT capabilities and value with stakeholders	I	I	I	?	?	C/I	C/I	A	C	R	I	?	R		R	R	R	C	R	C	?	?
	Influence and manage legislative policy/changes	C/I	C/I	C/I	?	C	C	C	A	C	?	C	?	?		C	C		C	C	?	R	C/I
	Promote Customer Excellence																						
	Define and optimize VITA organization, services and processes	C/I	I	I	?	C/I	C/I	C/I	C	A	R	R	?	I	R	R	R	R	R	R	R	R	R
	Provide VITA oversight (prioritization, budgeting, business cases, etc)	C/I	C/I	C/I	A	C/I	C/I	C/I	R	R	R	R			R	R	R	R	R	R	R	R	R
	Manage VITA Transformation																						
	Drive Organization Transformation & Improvement	I	I	I	?	C	C/I	C/I	C	A	R	R	?	C	R	R	R	R	R	R	R	R	?
	Provide independent and objective analyses of VITA organization, services and processes				?	?			?	?	C/I	R						R				R	A/R
	Leveraging PPEA/Partner Capabilities																						
	Define and optimize partnering strategies for customers	C	I	I	?	C/I			C	C	R	C		C/I		A/R	C	R	C	R	R	R	I
	Provide oversight and partnership governance		I	I	R				C	A	R	C	C		I	C	C	R	C	C	R	R	?
	Manage operational risk (service delivery)				R				C	A	R	R	C	C/I	R	R	R	R	R	R	R	R	?



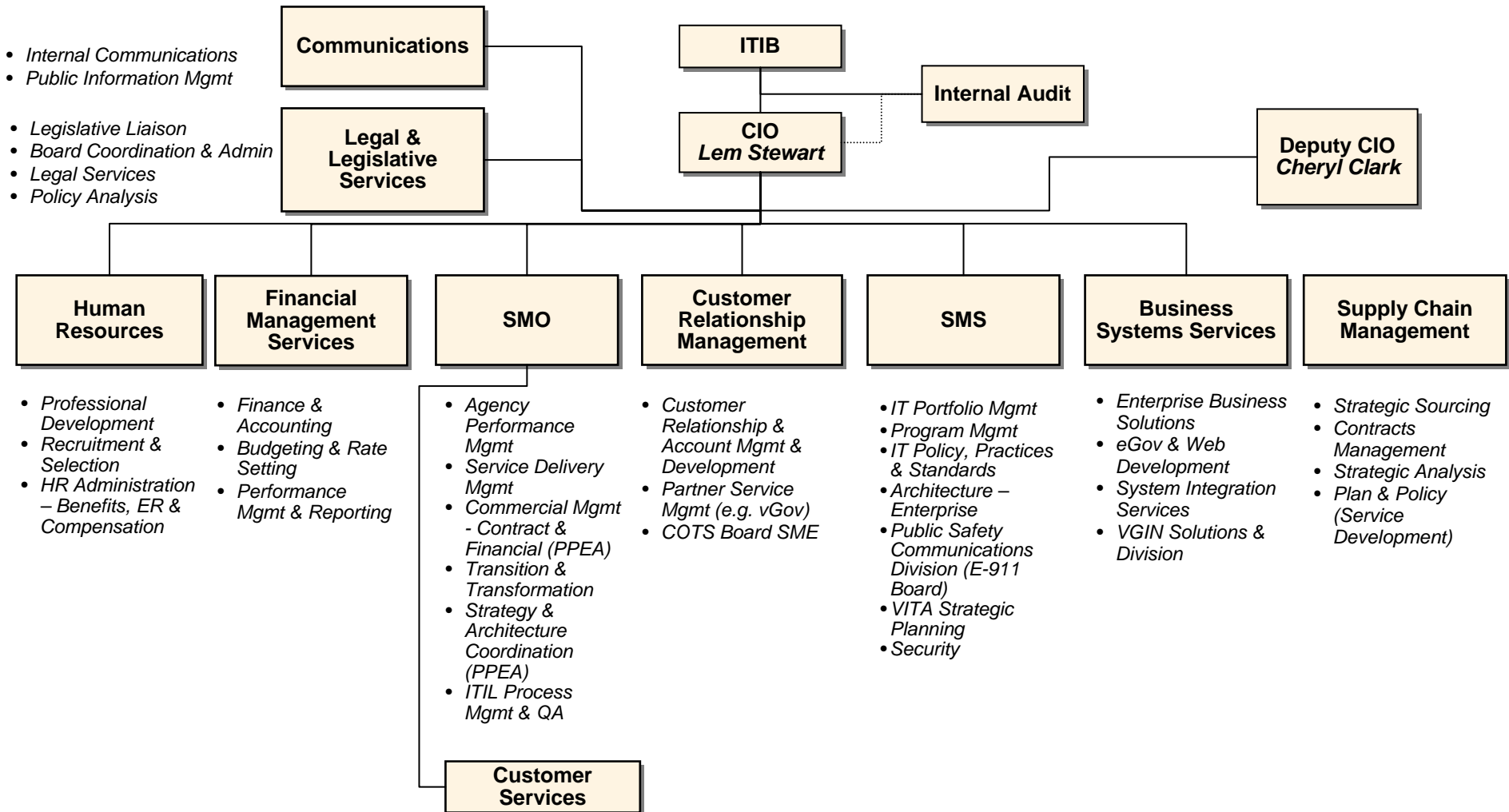


## VITA To-Be Organization Implementation – Key Activities



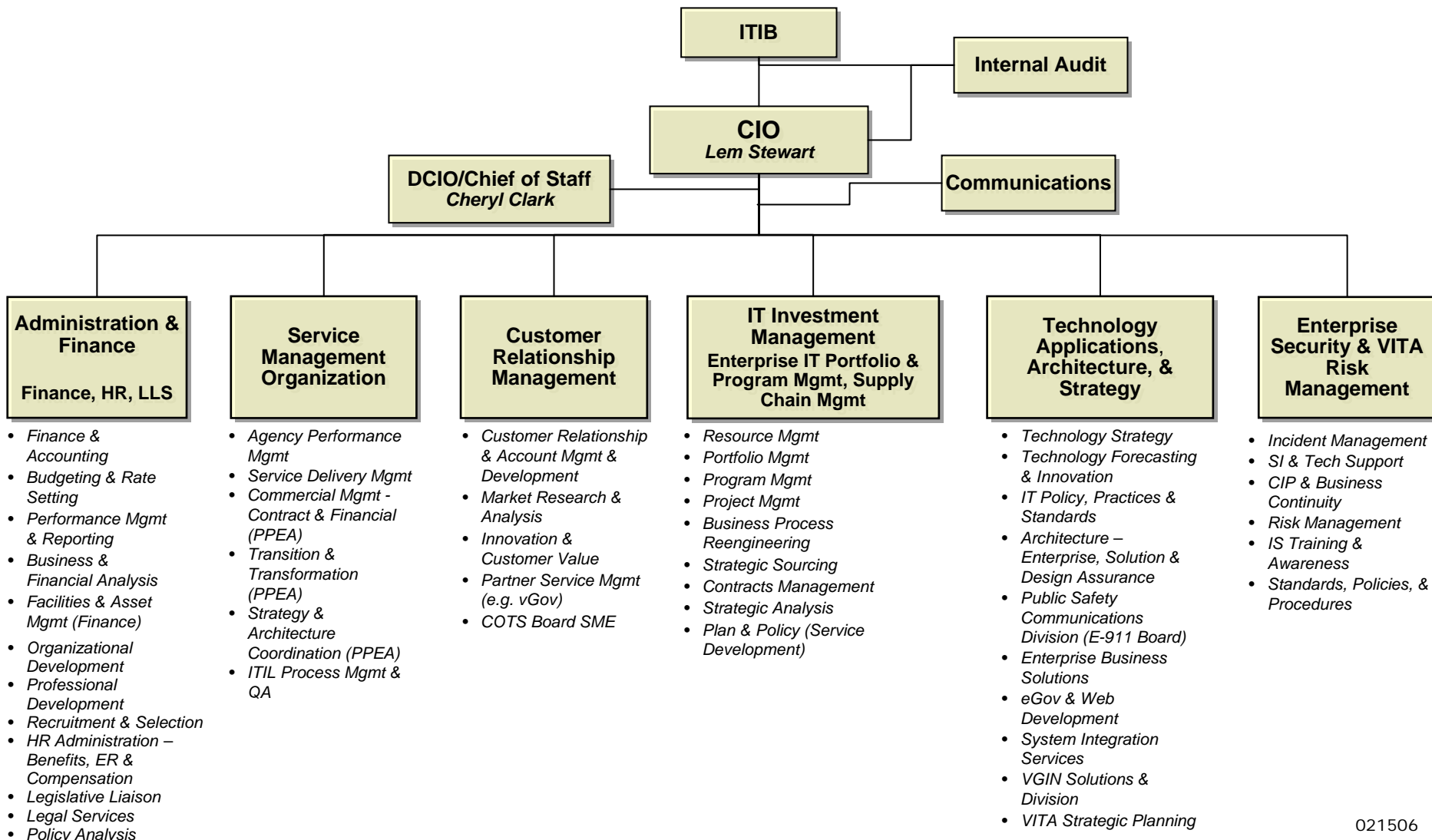


## PRIOR VITA Organization – December 2005





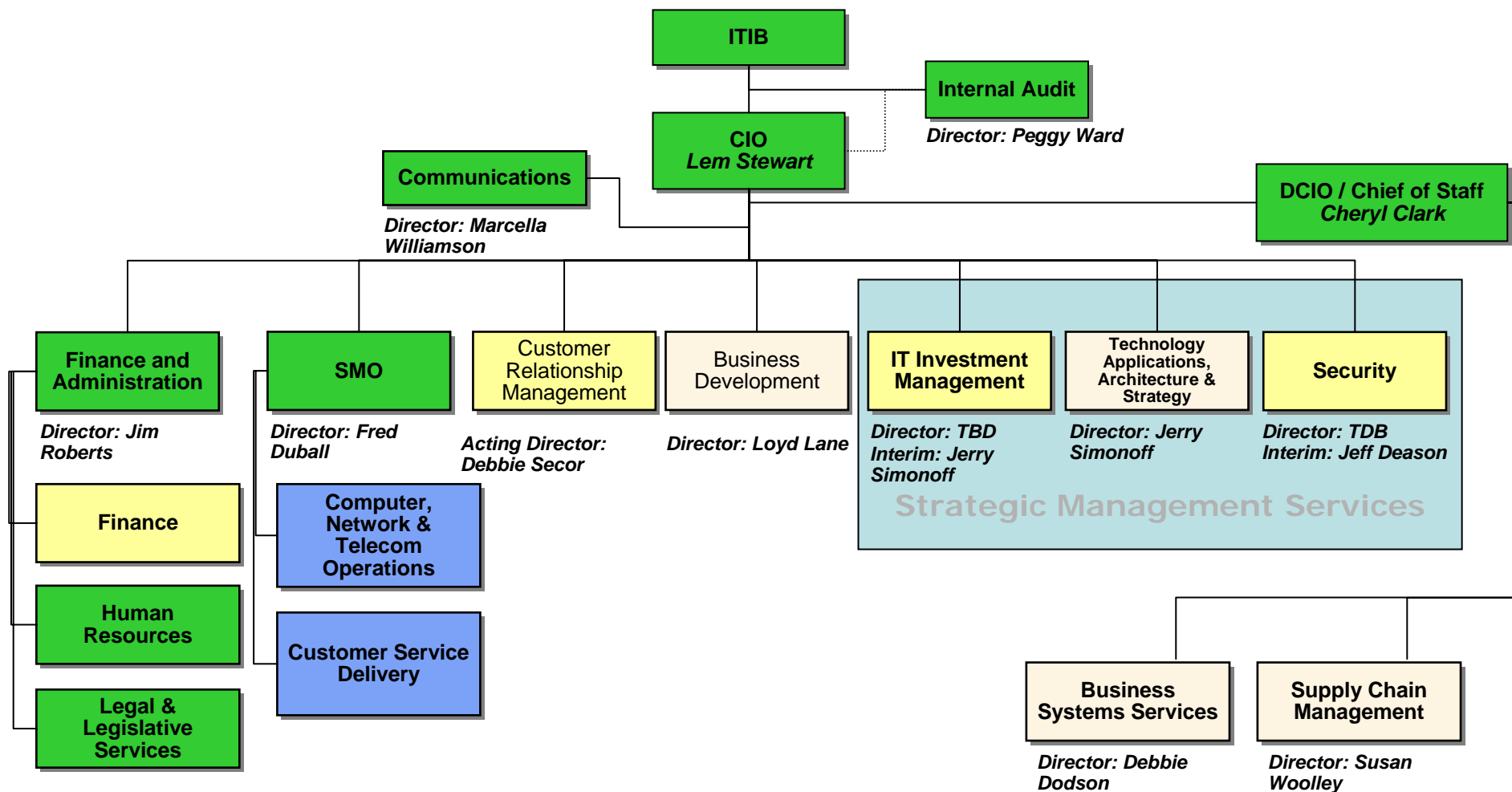
## TARGET VITA Organizational *by function*







## Current State: VITA Bridge Organization *as of April 2006*



## OI Program Plan

Key Phases	Phase 2: To-Be Assessment	Phase 3: Gap Analysis	Phase 4: Action Planning	Phase 5: Implementation
<b>Services</b>	<ul style="list-style-type: none"> <li>Define to-be services</li> <li>Identify homes for VITA retained services</li> </ul>	<ul style="list-style-type: none"> <li>Identify key gaps between the as-is and the to-be services</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plan to close services gaps</li> <li>Develop supporting communications plan for customers</li> <li>Develop action plan to close process/ technology gaps</li> <li>Develop action plan to close people gaps</li> <li>Develop supporting communications plan for employees</li> <li>Maintain project plan and ensure integration of all capability actions</li> <li>Maintain risk &amp; issue register</li> <li>Share bi-weekly project reports</li> </ul>	<ul style="list-style-type: none"> <li>Implement action plan to close service gaps (stop, start, maintain, transfer)</li> </ul>
<b>Process / Technology</b>	<ul style="list-style-type: none"> <li>Define to-be processes</li> <li>Review and revise To-Be RACI</li> <li>Identify potential supporting technology/ systems</li> </ul>	<ul style="list-style-type: none"> <li>Compare and identify the gaps between the as-is processes and the to-be processes</li> <li>Repeat comparison to identify the technology gaps</li> </ul>		<ul style="list-style-type: none"> <li>Implement action plan to close process/ technology gaps</li> </ul>
<b>People Mgmt</b>	<ul style="list-style-type: none"> <li>Identify as-is people resources (all types)</li> <li><i>Resource Free-Up – short-term win</i></li> </ul>	<ul style="list-style-type: none"> <li>Map people to the to-be services/ processes</li> <li>Identify to-be people gaps</li> </ul>		<ul style="list-style-type: none"> <li>Transition the people and work to To-Be Roles</li> <li>Address People, Skills Gaps for to-be Services</li> </ul>
<b>Project Mgmt</b>	<ul style="list-style-type: none"> <li>Implement project plan</li> <li>Develop risk &amp; issue register</li> <li>Share bi-weekly project reports</li> </ul>	<ul style="list-style-type: none"> <li>Maintain project plan</li> <li>Maintain risk &amp; issue register</li> <li>Share bi-weekly project reports</li> </ul>		<ul style="list-style-type: none"> <li>Maintain project plan</li> <li>Maintain risk &amp; issue register</li> <li>Share bi-weekly project reports</li> </ul>

1/02

2/6

3/1

3/20

5/1



2/3 Workshop



2/27 Workshop



3/20 Workshop



5/1 Workshop



## *Readiness*

- ✓ Organization structure aligned to strategic & service management vision
- ✓ *RACI* = Clear roles, responsibilities, accountabilities
- ✓ Processes mapped & prioritized for reengineering
- ✓ Benefits realization dashboard
- ✓ Directorate operating charters
- ✓ Performance management framework
- ✓ Implementation Roadmap for SCD & beyond



## VITA's *FOUR* Transformation Tracks

VITA's transformation will be managed within each program and across the organization to minimize disruption, maximize efficiency and coordination.

Partnership Transition Office (PTO) Lem Stuart, Cheryl Clark (lead), Fred Duball, Scott Klopfleisch, Jim Roberts, Leslie Carter

IT  
Partnership  
(ITP)

Sponsor: ITIB  
Executive: Fred Duball  
Project Manager: Perry Pascual

Scope: Implementing the terms of the Comprehensive Infrastructure Agreement with Northrop Grumman.

Organizational  
Implementation  
(OI)

Sponsor: Cheryl Clark  
Project Manager: Bob Haugh

Scope: Reorganize the "retained organization," for its new role as a "service management organization" with retained governance responsibilities.

FMS-2B

Sponsor: Scott Klopfleisch  
Executive: Barb Rudolph  
Project Manager: John Sheldon

Scope: Work with SMO, other VITA units, and NG, to accomplish all finance-related transition and transformation tasks required to implement the partnership with Northrop Grumman and to support the new VITA organizational structure

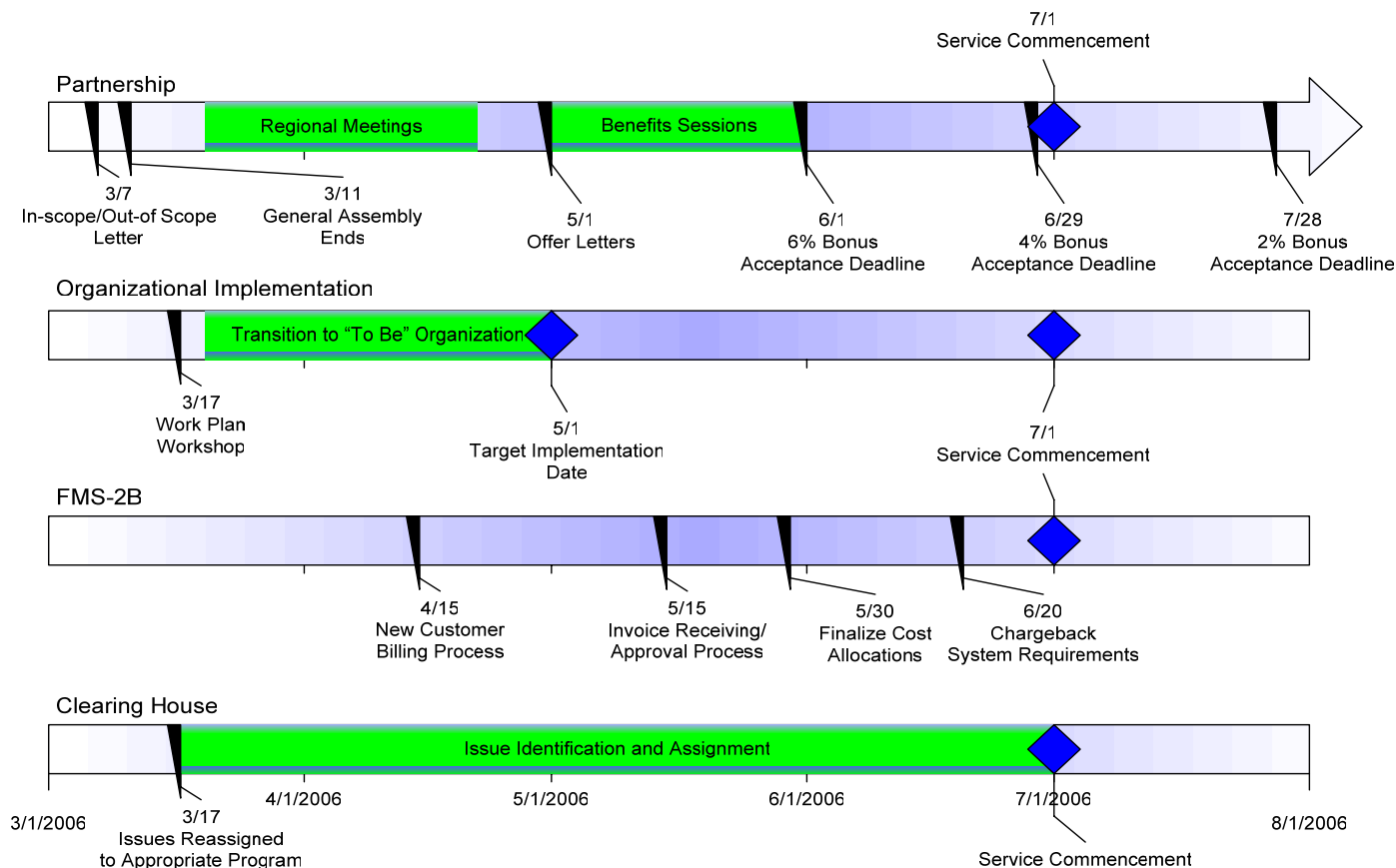
Clearinghouse  
(CH)

Sponsor: Cheryl Clard  
Executive: Leslie Carter  
Project Manager: Dennis Brink

Scope: Identify change-related issues and either resolve them or coordinate their resolution with other programs



## Transformation Track Timelines







Virginia Information Technologies Agency



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## QUESTIONS?



expect the best